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UNIDO INDUSTRIAL TRAINING OFFER PROGRAMME 1993

Industrial Human Resource Development Branch

Industrial Operations Support Division

Department of Industrial Operations

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UNIDO INDUSTRIAL TRAINING OFFER PROGRAMME FOR 1993

Introduction

1. This Bulletin describes the UNIDO industrial human resource development (IHRD) programme and details the Industrial Training Offer Programme for 1993. It provides information on UNIDO programmes, activities and services in human resource development and industrial training and how to obtain them. It is addressed to government authorities, resident representatives of the United Nations Development Programme (UNDP), UNIDO country directors (UCDs) and UNIDO junior professional officers (JPOs) in the field; to intergovernmental and non-governmental organizations and associations; and to industrial firms, industry-related institutions and interested individuals. It should enable all recipients to explore and use the opportunities offered by UNIDO.

2. The developing countries are facing growing industrial challenges and need to adopt a systematic approach to accommodate the shifting operational requirements of their industries. An overall human resource development strategy, industry-specific human resource development policies, institutional training system and enterprise-level training are required. Training of trainers and industrial managers and engineers is of paramount importance. Aggressive human-resource development schemes within industry are required to balance the demand for and availability of skills.

3. The UNIDO Medium-term Plan 1990-1995 foresees that human resource development will be a major programme and an important feature of all UNIDO activities. Emphasis will be placed on policies and strategies. Efforts will be made to stimulate the evolution of the links between education, training and the industrial sector with special emphasis on the development of technology as a main factor for development at the national and regional level. Cooperation in long-term institution-building projects will incorporate, where desirable, all the necessary elements to ensure maximum feedback to national human resource development policies and the design of training systems. Greater efforts will be made to ensure that every technical cooperation project has the maximum impact on the host country in terms of human resource development.

4. A comprehensive policy framework for UNIDO operations in the domain of development and the transfer of technology and development of human resources (documents GC.3/8 and IDB.5/37) has been made. The framework was prepared in accordance with resolutions GC.2/Res.4 and GC.4/Res.15, adopted by the General Conference, decisions IDB.4/Dec.21 and IDB.8/Dec.9 adopted by the Industrial Development Board (IDB) and other resolutions of the IDB.

5. The Programme aims to assist developing countries in building up coherent and sustainable systems for upgrading the technological skills and managerial and entrepreneurial capabilities of their human-resource base. It also aims to promote the effective use of those skills and capabilities by assisting employees to find jobs and satisfying the requirements of enterprises in the process of industrial development in accordance with regional and national development strategies and priority plans.

6. The industrial human-resource development programme of UNIDO facilitates a more rapid industrialization of the developing countries by cooperating in the development of policy and strategies for industrial human resource development as well as in the design of methodologies training programmes and activities.

The focus is on upgrading or updating professional skills; linking technological development and training with industrial management know-how and experience, particularly concerning appropriate technologies; cooperation among developing countries in industrial training; assistance to the least developed countries within the framework of the Industrial Development Decade for Africa (IDDA); and greater participation of women and youth in industrial development.

7. The direct training services provided by UNIDO in various specialized fields are oriented towards those participants from developing countries in a position to train others in their home countries, thus ensuring a multiplier effect. Particular weight will be attached to the development of new institutional training programmes at national, subregional and regional levels in various specialized fields. UNIDO sponsored policy-oriented seminars and problem-oriented training workshops focus on the development and transfer of appropriate technologies. In this connection, a number of subprogrammes and activities on the effectiveness of the industrial sector and industrial management will focus on the following: repair and maintenance; quality assurance and control; investment project preparation; appraisal and promotion; enterprise and factory management; contract negotiation; and small industry extension services; energy conservation and substitution; and industrial safety and environmental protection.

OPERATIONS AND ACTIVITIES

A. Research and development of IHRD policies, strategies and methodologies

8. To broaden the training possibilities for industrial personnel, efforts will be made to increase training activities in developing skills and know-how for the development and management of technology as well as for production processes and systems and dissemination of information. Innovative approaches in training such as introducing computer-based training related to the production process such as computer-aided design and computer aided manufacturing (CAD/CAM) and management development will be needed to close the widening gap between the developing and developed countries. New skills and know-how are required for the effective development, adaptation and transfer of advanced and new technologies.

9. By providing training opportunities for the upgrading of scientific know-how through awareness programmes, monographs, training packages and other materials, UNIDO will assist industrial research and development institutes, universities and other concerned institutions in developing countries to strengthen their research and consultancy capabilities. This will better support the upgrading of indigenous industry.

10. In this context, UNIDO will continue its efforts to improve the effectiveness of activities related to the accelerated development of human resources and the utilization of advanced training systems and technology. Special attention will be given to new communication skills media and training methods and computer applications to optimize training systems and to acquire new and specific skills.

11. To enhance the capabilities of developing countries in industrial human resource development (IHRD), UNIDO is examining policies and strategies from which effective training systems can be developed to narrow the gap between

the demand and supply of skilled labour. Mechanisms for the coordination of IHRD programmes will be established or strengthened on a priority basis. UNIDO will thus assist in establishing the necessary infrastructure and emphasize the importance of the links between education, industrial research, education, training and industry.

12. The principal steps concerning the systems approach to training are: (a) identification and clarification of needs; (b) identification of target groups; (c) determination of objectives; (d) design of programmes; (e) selection of training media, methods and techniques; (f) selection of host institutions; and (g) preparation of training materials. This approach forms the basis for participants to acquire in the minimum of time to the maximum extent the skills and know-how to meet their training needs and to allow them, subsequently, to develop their own training activities.

B. Industrial training field operations

13. At the request of Governments, of industrial institutions, associations or enterprises through Governments or of non-governmental regional bodies, UNIDO is prepared to develop and implement a variety training programmes and projects in developing countries in accordance with their specific priorities and needs, and within the available resources. Such activities provide tailor-made training activities at relatively low cost and contribute directly to improving industrial training systems and infrastructure and lead, in turn, to a rapid increase in the supply of skilled personnel. The three major project profiles are described below.

Industrial training department or planning unit at the government level

14. The process of industrial development calls for well-designed, national industrial training policies and strategies. Such policies and strategies have to be developed, implemented, monitored and adjusted to changing needs at the policy-making level. A typical project target would be the establishment of an industrial training planning unit within a competent government authority, e.g., the Ministry of Industry, Chamber of Commerce, or industrial association. Major tasks of that unit would be to assess industrial training needs, formulate pertinens policies, identify priority areas, coordinate appropriate systems, establish feasible plans, develop the necessary legislative instruments and contribute to the improvement of the country-wide institutional infrastructure into which industrial training systems fit.

Development of industrial training infrastructure

15. The success of industrial training policies and programmes depends on the degree of the development of the related socio-economic infrastructure. This infrastructure includes governmental and semi-governmental bodies, public holdings, chambers of industry and commerce, employers' associations, trade unions, federations of industry, labour administration, education systems at all levels, associations for training and development and engineering associations.

16. Even well-designed industrial training policies and programmes may not yield the expected results if demand and supply analyses are not considered. Thus, modern, well-equipped and well-staffed training centres frequently work at only a part of their capacity because of a lack of qualified participants. Graduates of such training centres do not always find suitable jobs because

their training profile is not needed or not sufficiently known on the labour market and industrial enterprises needing qualified staff may not be aware of idle training capacities elsewhere in the country. In addition, both trade unions and employers' associations may, in their policies, underestimate the value of proper industrial training. A typical project target would be the development and coordination of the institutional infrastructure as a whole, to ensure the best use of all existing and potential mechanisms and institutions, in-plant training cells included, for the development of human resources for industry.

Strengthening the training capacity and capability of industrial institutions

17. Industrial development requires that industrial institutions should actively participate in the development and implementation of training. This means primarily building up training centres, but also other industrial institutions such as standards bureaux, research institutions, information and investment centres, and factory-based units. The involvement of such institutions could be limited to the national level, but regard should be given to any potential for regional and international cooperation. A typical project target would be to strengthen the training capacity of such institutions in order to offer high-quality, practice- and demand-oriented training programmes at the national and, where appropriate, subregional, regional and international levels. Emphasis should be placed on improving the infrastructure of the institutions, in particular by target-oriented training of trainers, developing pertinent curricula, introducing appropriate training methodologies and techniques, installing modern training equipment and enhancing the management capacity.

18. It is possible to apply only part of one of these project profiles, e.g. to attach an industrial training adviser to an institute or a company to organize industry-university linkages, with emphasis on practice-oriented training and teaching. Furthermore, ad hoc training programmes at the national level can be organized with UNIDO assistance.

19. Country-based industrial training projects are usually financed from UNDP country programme funds. Other possible sources of finance are the UNIDO Regular Programme of Technical Cooperation (XP), the Industrial Development Fund (IDF), IDDA and funds-in-trust arrangements between a developing or a donor country on the one hand and UNIDO on the other.

20. Further and more detailed information on country-, subregion- or region-based UNIDO industrial training field operations may be requested from the UNIDO Industrial Human Resources Development Branch (for mailing address, see paragraph 61). Requests for projects of this type should be made by Governments or regional bodies in compliance with the established United Nations or UNIDO rules (usually through the UCD or the UNDP resident representative).

C. Industrial group-training activities

21. In cooperation with Governments and pertinent institutions of host or donor countries, UNIDO has developed a series of group-training activities for middle-level and senior technical and managerial personnel from developing countries engaged in industry or industry-related activities.

22. One major type of the group-training activities of UNIDO is the in-plant group-training programme. Programmes of this type are carried out by industrial firms, institutions or training centres having relevant specialized

know-how and experience, adequate institutional or industrial training facilities and the necessary training staff. The objective of such programmes is to provide the participants with concentrated practical experience in their fields of specialization, and an opportunity to upgrade and update their theoretical knowledge in a short time. In-plant group-training programmes are carried out by host institutions selected by UNIDO, overall activities and implementation are monitored by UNIDO. Usually, these programmes consist of four major components: theoretical training aimed at a reorientation and upgrading of the knowledge of the participants; in-plant training, which may include laboratory or industrial exercises; study visits; and preparation and presentation of a technical report as part of the final evaluation session. During that session, the participants present their technical reports and assess the knowledge and skills gained with a view to their relevance and applicability. Further training needs and follow-up at the regional or country level should also be identified by the participants.

23. Another type of UNIDO group-training activity is conducted in the form of seminars or workshops and is of shorter duration. The objective is to give the participants an opportunity to upgrade and update their professional capabilities, usually in a highly specialized field. Activities may include lectures, discussions, working groups, simulations, management games, case-studies and visits to plants, institutions, trade fairs or exhibitions.

24. Most of the in-plant and some of the other group-training activities are repeated in accordance with the demand, and some are organized on an ad hoc basis. All such activities are carried out subject to the availability of funds and suitable training facilities. The requirements for admission to all group-training activities are a university degree (or equivalent) in the particular or a related field of training and several years experience in a responsible capacity within that field.

25. Formal invitations to nominate candidates are sent, together with an aide-mémoire and other relevant documents, to the appropriate government authorities of selected developing countries in consultation with the host or donor country through the UNDP resident representatives. The selection of candidates is carried out jointly by UNIDO, the host or donor country authority and the implementing training institution.

26. A provisional list of the group-training activities UNIDO plans to implement in 1993, subject to the availability of funds, is given in the annex. It is foreseen that a number of them will be repeated in 1994.

D. Priority area in group-training

Training of trainers

27. One of the most effective measures UNIDO applies to strengthen the training capability of developing countries is the training of trainers. In addition to the development of communication skills through appropriate training methods and techniques for facilitating the transfer of skills and know-how, the training of trainers programmes are designed to upgrade the technical and management skills and know-how of trainers in activities related to a systematic approach and to include such topics as training needs assessment, development of curricula and training materials, and evaluation of training impact. Furthermore, these programmes are intended to provide information on new approaches, such as "open learning" and computer-assisted training. In view

of the importance of the management factor, special programmes are organized for managers and senior training officers of training institutions.

28. Training of trainers programmes are also designed for trainers working in a specific technical or functional field. Depending on needs and established priorities, programmes for the above components are organized independently or, in some cases, combined in a single programme.

Policies and strategies in IHRD for senior decision-makers

29. UNIDO attaches particular importance to awareness programmes and seminars for high-level personnel in view of their crucial role in developing sound IHRD policies. Programmes are aimed at making senior decision-makers aware of the importance of developing and establishing appropriate policies for the development of a national pool of human resources and skills, and at imparting advanced organizational techniques in developing a national and sectoral network of facilities and capabilities of human resources.

Production management

30. One way of increasing industrial production in developing countries is to make better use of existing capacities. Systematic national, subregional and regional programmes in production management of specific industrial sectors could be organized. Training institutions, together with industrial enterprises in developing countries, could form the basis for such training programmes.

Planned maintenance and spare-parts manufacturing

31. Another way of increasing industrial production through better utilization of existing capacities is through planned, preventive and timely maintenance and spare-parts manufacturing. National, subregional and regional training programmes could be organized to provide such training for specific industrial sectors. Programmes could be organized in situ by making use of existing enterprises and institutions.

Small- and medium-scale industries

32. The development of small- and medium-scale industries depends largely on the availability of know-how, skills and motivation. Developing countries could cooperate on a subregional basis by pooling their capacities as follows: one country would maintain a centre that organizes training programmes in small- and medium-scale industry management; a second would maintain a centre that organizes training programmes for consultancy and extension personnel; a third would do the same for training government or other officials in charge of promoting small- and medium-scale industries; a fourth would offer training services for pertinent staff of development banks. UNIDO could assist in organizing such training programmes as well as in coordinating such schemes.

Industrial feasibility studies

33. There is a great demand in development banks, industries and the Governments of developing countries for experienced staff skilled in preparing and evaluating industrial feasibility studies. Country-based or subregional training programmes could be organized in these areas, by using industrial projects as case-studies, and by making use of the UNIDO methodology for

financial and economic evaluation including the Computer Model for Feasibility Analysis and Reporting (COMFAR).

Development and transfer of appropriate technologies

34. The development and transfer of appropriate technologies are essential to industrial development in developing countries. Subregional or regional training programmes in this area could be developed for specific technological sectors.

International negotiations

35. Developing countries are often handicapped in international negotiations on such subjects as investment projects, conditions of financing, transfer of technologies and utilization of natural resources because they lack sufficiently trained and experienced negotiators and advisers. UNIDO could organize training programmes on international contract negotiations, including topics such as investment evaluation, on a national or regional level.

Energy management

36. In industrial enterprises in developing countries, energy consumption is increasingly being recognized as a decisive cost factor. Based on problem analyses, training programmes in the field of energy management could be organized for specific industrial sectors, with a view to improving the energy balances of enterprises in those sectors. Such training would include both technological and economic aspects and would result, inter alia, in individual, concrete energy management proposals prepared by the participants for their own enterprises.

Environment

37. As a result of growing industrial development, there are far-reaching consequences for the environment as evidenced by air, water and soil pollution. The technological expertise of industrialized countries facing environmental pollution problems can be applied in confronting such problems in developing countries. Training programmes for managers and engineers on environmental pollution linked to industry, such as assessment and management of air and water pollution from industry could be arranged, including technological and economic aspects. Such training would result, inter alia, in individual, concrete management proposals prepared by the participants for their own enterprises.

Integration of women

38. To assist the developing countries in the integration of women in industry, UNIDO could develop and conduct training programmes for women in a number of priority activities such as a programme for women entrepreneurs in the food processing industry and one for the development of managerial capabilities for women entrepreneurs for the establishment and management of small- and medium-scale industry. Emphasis would be placed in the training programmes for women on the training of trainers in entrepreneurship, finance management and quality control as well as training appropriate to the development and transfer of technology.

39. Official application for participation in UNIDO group-training programmes can be made to UNIDO only by Governments, or with the endorsement of the

Government, and liberation movements eligible for assistance, after the receipt of a formal invitation from UNIDO through the UNDP resident representatives. The relevant authorities are invited to notify UNIDO as early as possible after receipt of the formal invitation of their interest in specific programmes, since nominations received after the indicated deadline date cannot be considered. More detailed information, in particular about specific admission requirements and curricula, is provided in the letter of invitation and the aide-mémoire and can be obtained from the respective UNDP offices.

E. Fellowships

40. UNIDO fellowships are awarded in accordance with the rules established by the United Nations. Since the inception of UNIDO, approximately 23,500 individuals have been awarded fellowships (including study tours). One of the major advantages of individual fellowships is the possibility of designing and implementing a training programme tailored to the needs and wishes of the candidates and their employers. In spite of difficulties sometimes encountered in finding suitable placement facilities in sensitive sectors of industry for individual fellows, UNIDO, in close cooperation with the national supervising agencies for international fellowships in the various host countries, has been more successful in placing practically all its fellowship candidates.

41. It is the policy of UNIDO increasingly to place fellows, whether individually or in groups, in suitable industrial training facilities in developing countries, a policy that helps to promote closer technical and economic cooperation between developing countries.

42. Occasionally, for both financial and technical reasons, UNIDO arranges, where feasible, small, special group-training programmes for fellowship candidates who request training in the same field, are at a comparable professional level, and have a common language. These special group-training arrangements are not identical with the group-training programmes described in sections B and C above. Such programmes are carefully designed on the basis of the information given in the candidates' nomination forms. They are implemented and supervised in cooperation with selected enterprises and institutions and have been known to yield better results than the traditional individual training. When planning fellowships, it should be kept in mind that the number of host countries to be included in a programme for training abroad should be limited.

43. Placing fellowship candidates properly is very often a cumbersome and time-consuming process, as is the organization of study tours described below. The average handling time of individual fellowships from the receipt of a nomination form at UNIDO headquarters to the beginning of the training programme abroad is approximately four months. Experience shows that this much time is needed to arrange a suitable training programme for a fellowship candidate without jeopardizing the expected high quality of training or the good working relations with the national supervising agencies of the host countries on whose cooperation UNIDO has to rely. Nominations of candidates for all types of UNIDO fellowships can be presented only by Governments and liberation movements eligible for assistance. They must be submitted, through the UNDP resident representatives, on official UNIDO fellowship nomination forms and must be accompanied by a completed and duty signed medical report form and a recognized language certificate if the training language is not the candidate's mother tongue, study or working language. UNIDO nomination forms can be obtained in the offices of the UNDP resident representatives. UNIDO can start processing nominations only after it has received the full documentation.

Fellowships financed from UNDP country programme funds

44. The majority of UNIDO executed fellowships are financed from UNDP country programme funds. In many projects financed from such funds, however, a gap has appeared between the established annual budget components earmarked for fellowships (budget-line 31) on the one hand and the number of candidates actually nominated on the other, the latter remaining far below what was provided in the former. Governments, UNDP resident representatives, UCDs, JPOs, chief technical advisers, national project directors, field experts and others concerned with technical cooperation projects financed under UNDP country programmes and executed by UNIDO should be aware of this problem. One way of reducing this gap would be to start the process of selecting fellowship candidates as soon as the pertinent annual budget has been established. It should also be kept in mind that early selection of fellowship candidates can originate only in the field and not at UNIDO headquarters.

Fellowship financed from the UNIDO Regular Programme of Technical Cooperation

45. Funds are earmarked for fellowships within the UNIDO Regular Programme of Technical Cooperation for 1993. Regular Programme fellowship funds are not allocated by country. Governments are invited to request fellowship awards from the Regular Programme for 1993 only by submitting a completed nomination form for each candidate, as described in paragraph 43 above. Any announcement of candidates by letter, cable or otherwise cannot be considered.

46. On the basis of the information given in the nomination form and within financial resources available, the responsible units in UNIDO, in close cooperation with the Fellowship Training Unit, will make proposals concerning the amount of the award, the host country or countries, and the duration and type of the training programme. The duration of fellowships from the regular programme should not exceed six months. Upon approval of the proposal by UNIDO, steps toward the implementation of the fellowship will be initiated. Attention is drawn to the fact that neither study tours nor academic studies leading to a degree can be financed from the fellowship component of the Regular Programme. Furthermore, these funds cannot be used to compensate for a shortage of UNDP funds. There is also a possibility of organizing fellowships financed by the Regular Programme within the framework of economic cooperation among developing countries (ECDC), or as part of the special measures for least developed countries.

Projects for "Industrial Training through Fellowships"

47. Most fellowships and study tours financed under UNDP country programmes and executed by UNIDO are project-oriented, i.e. they are part of technical cooperation projects. In many of the developing countries, however, the demand for training in industry goes far beyond what such projects offer. Governments, UNDP resident representatives, UCDs and JPOs may, therefore, consider including a UNIDO executed project entitled "Industrial training through fellowships: in the country programme. Such projects could cover the financing of (a) fellowships, under budget-line 31, and (b) study tours, under budget-line 32.

48. These budget-lines should not be further broken down into posts so that UNIDO, in cooperation with the Government and the UNDP resident representative, can have funds available to respond quickly and flexibly to identified needs. The lifetime of projects for industrial training through fellowships should

not be limited to a country programming cycle. In the light of past experience, the size of such projects should correspond to the estimated needs for industrial training through fellowships in priority areas not covered by other projects or by other sources of technical cooperation.

49. UNIDO is ready to assist Governments in the preparation of projects for industrial training including fellowships and in carrying them out.

Fellowships financed from the Special Industrial Services fund

50. Fellowships financed from the Special Industrial Services (SIS) fund will, in general, be handled in the same way as those financed from UNDP country programme funds, but it should be kept in mind that SIS financing should be reserved for responding to urgent, short-term needs.

Fellowships financed from funds-in-trust

51. UNIDO is prepared to organize fellowships training at the request of Governments of developing countries willing to bear the full cost, including overheads, by establishing funds-in-trust with UNIDO earmarked for this purpose. The use of such funds is particularly appropriate for projects for industrial training. Those Governments, while paying the total cost, would benefit from the substantive experience and the administrative capacity of UNIDO.

52. For fellowships financed from funds-in-trust, the UNIDO financial and administrative rules established for this purpose will also apply.

Use of bilateral resources for fellowships

53. UNIDO has been informed by appropriate authorities in selected developed countries that, under certain circumstances and within certain limits, UNIDO fellowship candidates can be partly or entirely financed from those countries' bilateral fellowship funds. Particular emphasis would be given to training nationals of least developed countries. The training programme for such fellows would be carried out in the donor countries concerned.

F. Study tours

54. At the request of Governments, UNIDO organizes study tours for both individuals and groups. Participants in study tours can be high-ranking government officials responsible for industrial development, top managerial staff from certain industrial firms or institutions, or national directors or teams of counterpart experts from UNIDO executed projects.

55. The aims of UNIDO organized study tours are to enable decision-makers from developing countries to exchange views with their peers in other countries; specialists to obtain information on technological developments (e.g. at pertinent institutions, firms or trade fairs); technologists and managers to study solutions to problems in factories of a certain industrial sector; scientists to compare the results of their research; and experts to attend conferences to broaden their professional competence. UNIDO study tours are, in principle, of short duration, the average tour lasting about two weeks, the longest one normally not exceeding one month. The maximum number of countries to be visited should not be more than five.

56. A study tour can be financed as follows: from UNDP country programme funds if the project includes a budget-line 32 for that purpose or a full-fledged project for that purpose; from the SIS fund and IDF to a very limited extent, if at all; or from earmarked funds-in-trust financed by the nominating countries themselves. Study tours cannot be financed from the fellowship component of the UNIDO regular programme of technical cooperation. There is also the possibility of organizing study tours within the framework of ECDC arrangements.

57. The organization of a successful study tour is a complex undertaking. It needs continuous, close coordination on the part of numerous authorities, institutions and firms in several countries. For this reason, the nomination of candidates for study tours should reach UNIDO at least two months before the date on which the tour is expected to start. The UNIDO one-page study tour nomination form should be completed giving a detailed description of the field or fields of interest and of firms or institutions or types thereof desired to be visited. The form can be obtained from the office of the UNDP resident representative. Cabled nominations can be accepted only in exceptional cases and only in advance of official nomination forms. The above applies also to study tours where part or all of the arrangements have been made through direct contacts between the home country authorities or the management of a field project on the one hand and the firms or institutions to be visited on the other. In such cases, UNIDO can issue financial authorization only upon receipt of written confirmation by the UNDP resident representative of the candidate's home country stating the confirmed acceptance of each intended visit with the host country or countries. In many host countries clearance by the Government of an intended study tour is necessary, regardless of whether direct arrangements with host institutions or firms have been made. Governments or liberation movements eligible for assistance can submit nominations through the UNDP resident representatives.

G. Information and inquiry services

Guide to Training Opportunities for Industrial Development

58. For 1993, UNIDO has prepared the 21st issue of its Guide to Training Opportunities for Industrial Development (PI/115), which gives information on over 3,000 training courses and programmes in various industrial fields to be organized during 1993 all over the world by private, national and international organizations and institutions, including UNIDO. These courses are suitable for and available to industrial and industry-related personnel from developing countries. Approximately one third of them are offered by institutions in developing countries and are open to participants from other developing countries. Among the training courses listed in the Guide, those offered by private, national and international organizations and institutions except UNIDO are neither financed nor sponsored by UNIDO, and interested parties are requested to direct their inquiries regarding those courses directly to the institutions whose names and complete addresses are listed in this publication. The courses in chapter III of the Guide are group-training programmes for technical and managerial personnel in industry and industrial institutions in developing countries in cooperation with Governments and organizations having specialized knowledge and experience in a particular field. The training offered includes in-plant group-training programmes which last from two to five months as well as seminars and other group-training programmes lasting for several weeks.

59. The Guide is mailed free of charge to Governments, UNDP resident representatives, UCDs, JPOs, chief technical advisers of UNIDO-executed large-scale field projects, enterprises, industrial associations and institutions, and many others on request. The total circulation of the Guide is 8,000. Requests for copies should be directed to the Industrial Human Resources Development Branch of UNIDO. Institutions offering courses they wish to have included in a future issue of the Guide should address the Branch, asking for the appropriate questionnaire.

Industrial Inquiry Service

60. The UNIDO industrial Inquiry Service is prepared, inter alia, to answer any questions related to industrial training. This service, free of charge, is at the disposal of personnel from developing countries.

61. For further information on assistance UNIDO provides or can provide in the field of industrial human resources development, correspondence should be addressed to:

Head
Industrial Human Resource Development Branch
Department of Industrial Operations
United Nations Industrial Development Organization
P.O. Box 300 - VIC
A-1400 Vienna, Austria

Telephone: 211 31-0
Telegraphic address: UNIDO Vienna
Telex: 135612 uno a
Fax: 237280

PROVISIONAL LIST OF UNIDO GROUP-TRAINING PROGRAMMES
TO BE HELD IN 1993

Dates	Subject	Host country	Language
January/March	Quality improvement of industrial products	Japan	English
February	Electric welding	Ukraine	English
March	Industrial utilization of medicinal plants	Italy	English
March	Seminar on technology and financing	Peru	Spanish
April	Non-wood fibre pulping and papermaking	China	English
April/May	Small-scale foundry operations for least developed countries	Turkey	English
April/June	Iron and steel industry	Turkey	English
April/June	Experimental workshop on high temperature super-conductivity advanced activities	Italy	English
April/June	Design and production of spare parts	Poland	English
May	Management of quality control for industrial products	France	Spanish
May	Modern optical storage	Poland	English
May	Management of quality control in food industry	Hungary	English
June	Industrial project preparation, appraisal and financing	Poland	English
June	Production management in cement ceramics and baked clay	Algeria	French
June/July	IPGTP in the field of textiles, testing and quality control	Turkey	English

June/July	Training of trainers for African development banks	France	French
July	New developments in high-yield pulping, secondary fibre and alkaline	Philippines	English
July	Training programme for the use of steel in metal construction in Africa	France	French
August/September	Fruit and vegetable processing	Turkey	English
September	Utilization of medicinal and aromatic plants in pharmaceutical industry	Turkey	English
September/ October	Industrial planning and development	Japan	English
September/ October	Creation and financing of small-scale enterprises in Africa	France	French
September/ November	Sugar (sugar-beet) production	Turkey	English
September/ October	Training in maintenance and repair including training of trainers	Morocco	French
September/ October	Cement industry technology	Turkey	English
October/ December	Supplies and stock management of railway spare parts	Belgium/Indonesia	English
October/ November	Follow-up seminar for former participants in the cement industry programme	Turkey	English
November	High yield hardwood and non-wood pulping	Myanmar	English
November	Integrated circuit design	Italy	English
November	Workshop on novel techniques in non-destructive testing	United Kingdom	English
November	Training programme for the use of clean technology in the food industry in Asia	France	English

Unspecified	Advanced training in frontier areas of organic synthesis	India	English
Unspecified	Fault tolerance software	Austria	English
Unspecified	Training of trainers in the field of financing of small-scale industries	Central African Republic	French
Unspecified	Use of computers in the management of small-scale enterprises	France	French